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Solving Complex Business Problems

Federal Strategic Sourcing Initiative

Implementation Plan – Wireless Telecommunications Expense Management (TEM) Services

Wireless Handheld Devices and Services Team

Washington, DC

30 Aug 2007

GSA
U.S. General Services Administration

Contents

- **Introduction**

- **Implementation Plan**

    - **Communications**

    - **Program Management**

    - **Commodity Management**

The Wireless Handheld Devices and Services Commodity Team defined the commodity scope and team goals through a formal Charter

COMMODITY DEFINITION FOR WIRELESS HANDHELD DEVICES AND SERVICES

Wireless Handheld Devices and Services consists of mobile wireless voice and data devices including cellular phones, wireless E-mail devices and PDA's; wireless telecommunication service (airtime) for CONUS/OCONUS; and telecommunication expense management (TEM) services

SCOPE DEFINITION

IN SCOPE

- Hardware Devices
  - Cellular Telephones
  - Smartphones
  - Wireless E-mail Devices
  - PC cellular cards – "Aircards"
- Voice and Data Service (airtime)
- Telecommunications Management Services
  - Ordering and Provisioning
  - Inventory Management
  - Rate Plan Optimization
  - Management Reporting
  - Invoice Management
  - Auditing
  - Bill Payment

OUT OF SCOPE

- Wi-Fi
- Land Mobile Radios
- Wi-Max
- Satellite Phones
- Cellular devices and wireless service designed for classified use

OVERALL WIRELESS TEAM GOALS

- Obtain best price and performance
- Obtain total cost savings (target 20% below baseline)
- Increase socio-economic participation
- Obtain accurate wireless spend / inventory data
- Establish best practices in the areas of:
  - Inventory Management
  - Provisioning
  - Management Reporting
  - Operations
  - Technology Refreshment

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A series of analyses led to the development of a Wireless TEM Services Commodity Strategy

SUMMARY OF ANALYSES PERFORMED

1. **Spend Analysis**
   - Overview of Commodity (definition, usage, stakeholders, mission criticality, etc.)
   - Summary of Total Spending & # of Lines in use
   - Existing Contracts Analysis
   - Current Rate Plans Analysis

2. **Requirements Analysis**
   - Customer Needs Analysis/Requirements
   - Common Customer Objectives
   - Agency Best Practices
   - User Types

3. **Market Analysis**
   Market overview (segments, size)
   - Key trends
   - Small Business Capabilities
   - Role of TEM Service Providers in Wireless market
   - Types of TEM Services
   - Benefits of using TEM services
   - Sourcing Implications

OVERALL FINDINGS – SPEND ANALYSIS

- FSSI has significant purchase volume that is not being leveraged
- Spending is fragmented across numerous contracts and contract types
- Rate plans are too numerous and are not standardized

OVERALL FINDINGS – REQUIREMENTS ANALYSIS

- Wide variety of phones and wireless devices are currently in use
- Despite having a common requirement for lifecycle management and asset control, most FSSI agencies don't have an internal method of maintaining inventory accountability of their wireless devices or lines of service
- Few agencies had procurement policies or processes that controlled demand for wireless services
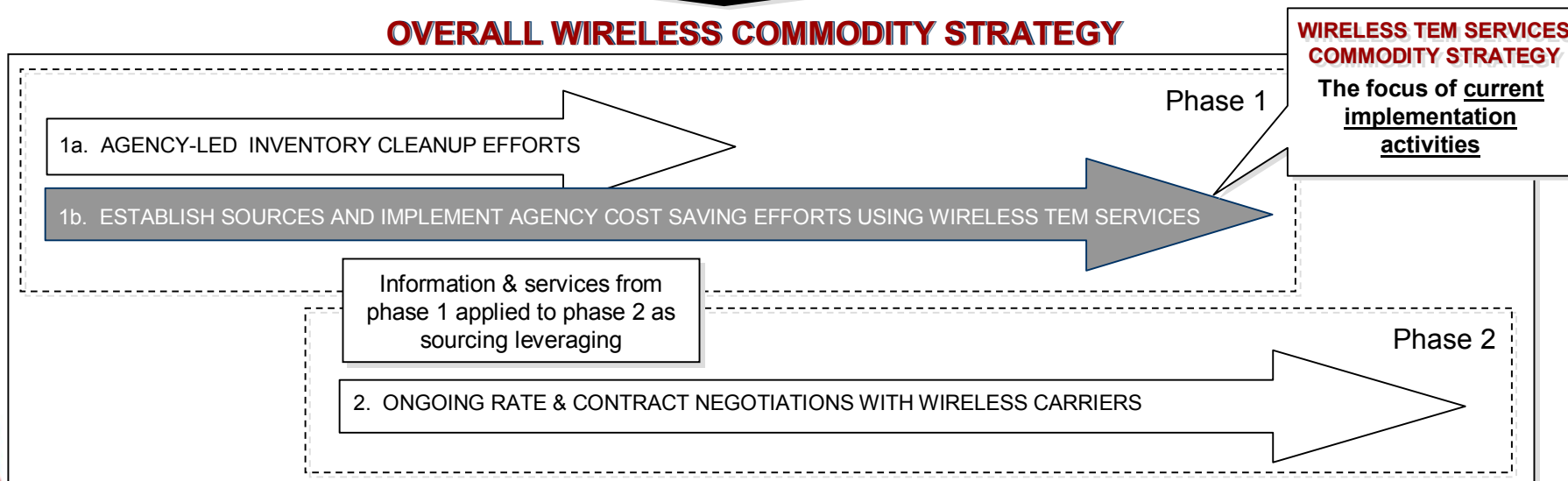
OVERALL FINDINGS – MARKET ANALYSIS

- The overall Wireless market is composed of Wireless Service providers (carriers) and TEM Service providers (TEM providers)
- TEM Service providers can offer a range of services that can address many of the lifecycle management needs of agencies
- TEM Market is a rapidly growing, nascent industry with quickly changing market dynamics and is comprised of many small businesses and several large specialized pure-play TEM providers

These analyses and findings led to the Wireless TEM Services Sourcing Strategy that is currently being prepared for implementation…

The overall commodity strategy is to achieve the team goals through a 2-phased approach that uses Phase 1 results as leverage in Phase 2

PHASE	EFFORT	STATUS
1a	• Support and track agency efforts to generate immediate savings through inventory and account cleanup efforts with the major wireless carriers	**IN-WORK AT EACH AGENCY**
1b	• Establish a strategic source of supply for acquiring Wireless Telecommunications Expense Management (TEM) services from TEM providers to help agencies lower their total costs through better management of their wireless services and inventory assets	**CURRENT TEAM FOCUS**
2	• Investigate ways to help agencies leveraging their collective buying power to negotiate better rate plans, prices, and contract terms with the major wireless carriers	**FUTURE EFFORT**

OVERALL WIRELESS COMMODITY STRATEGY

WIRELESS TEM SERVICES COMMODITY STRATEGY
The focus of <u>current implementation activities</u>

Phase 1

1a. AGENCY-LED INVENTORY CLEANUP EFFORTS

1b. ESTABLISH SOURCES AND IMPLEMENT AGENCY COST SAVING EFFORTS USING WIRELESS TEM SERVICES

Information & services from phase 1 applied to phase 2 as sourcing leveraging

Phase 2

2. ONGOING RATE & CONTRACT NEGOTIATIONS WITH WIRELESS CARRIERS

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The TEM Services Acquisition Strategy will ensure best value for federal agencies while enhancing the opportunities for small businesses
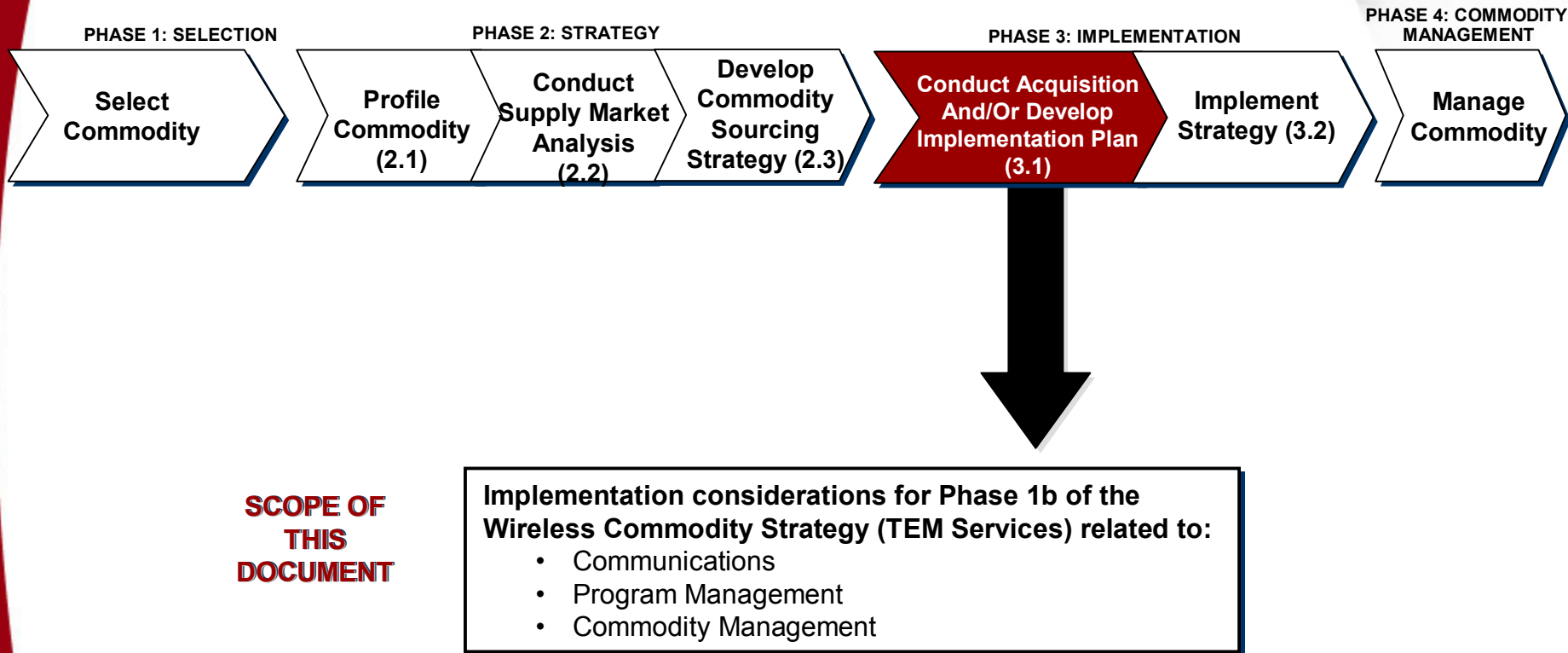
Wireless TEM Services Acquisition Strategy
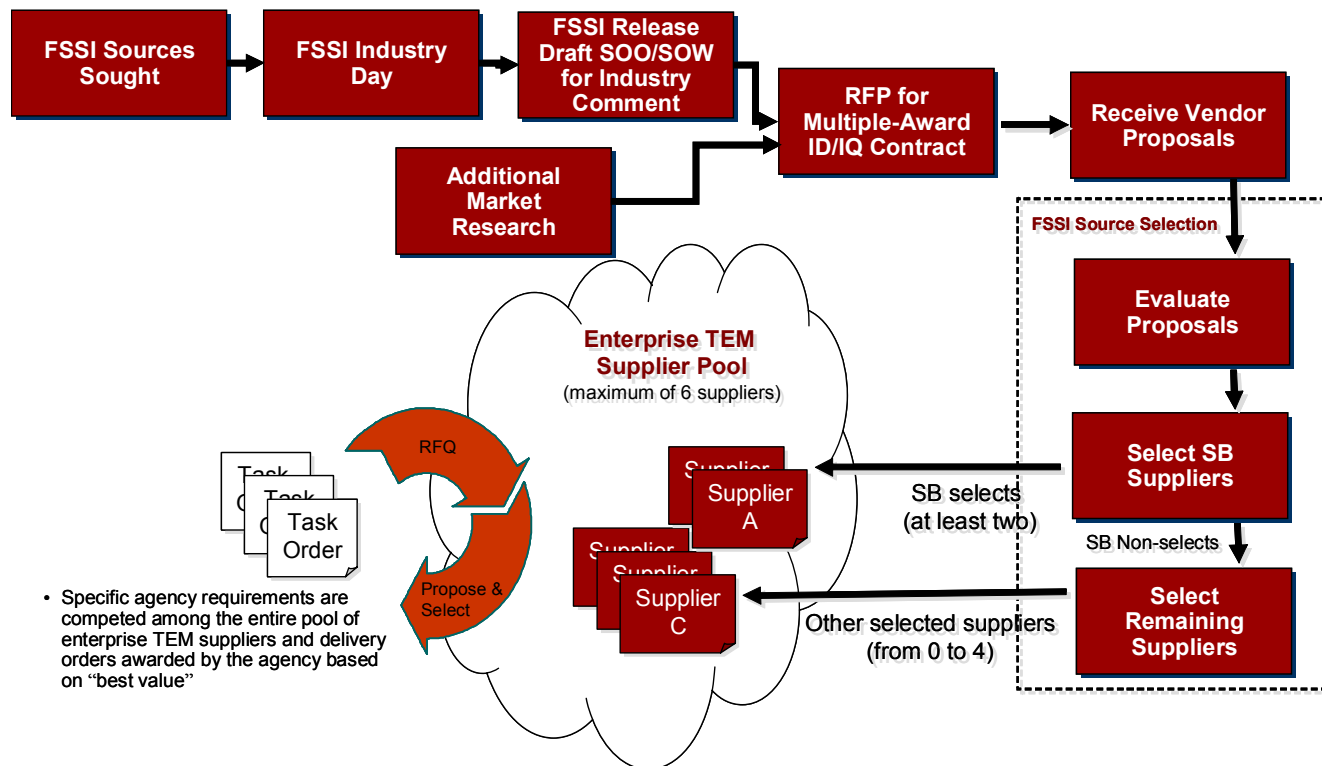
PRIMARY SOURCING OBJECTIVES

- **Reduce TCO by engaging with TEM service providers to provide wireless lifecycle management services**

- **Achieve competitive cost and maintain flexibility by establishing standardized TEM service requirements**

- **Work collaboratively with suppliers to standardize TEM service ordering and cost/inventory reporting**

- **Reinforce socio-economic objectives through guaranteed engagement with small business suppliers**

This report presents the Implementation Plan for Phase 1b which focuses on establishing strategic sources for Wireless TEM Services

FSSI COMMODITY STRATEGY AND MANAGEMENT PROCESS

PHASE 1: SELECTION

Select Commodity

PHASE 2: STRATEGY

Profile Commodity (2.1)

Conduct Supply Market Analysis (2.2)

Develop Commodity Sourcing Strategy (2.3)

PHASE 3: IMPLEMENTATION

Conduct Acquisition And/Or Develop Implementation Plan (3.1)

Implement Strategy (3.2)

PHASE 4: COMMODITY MANAGEMENT

Manage Commodity

SCOPE OF THIS DOCUMENT

Implementation considerations for Phase 1b of the Wireless Commodity Strategy (TEM Services) related to:
- Communications
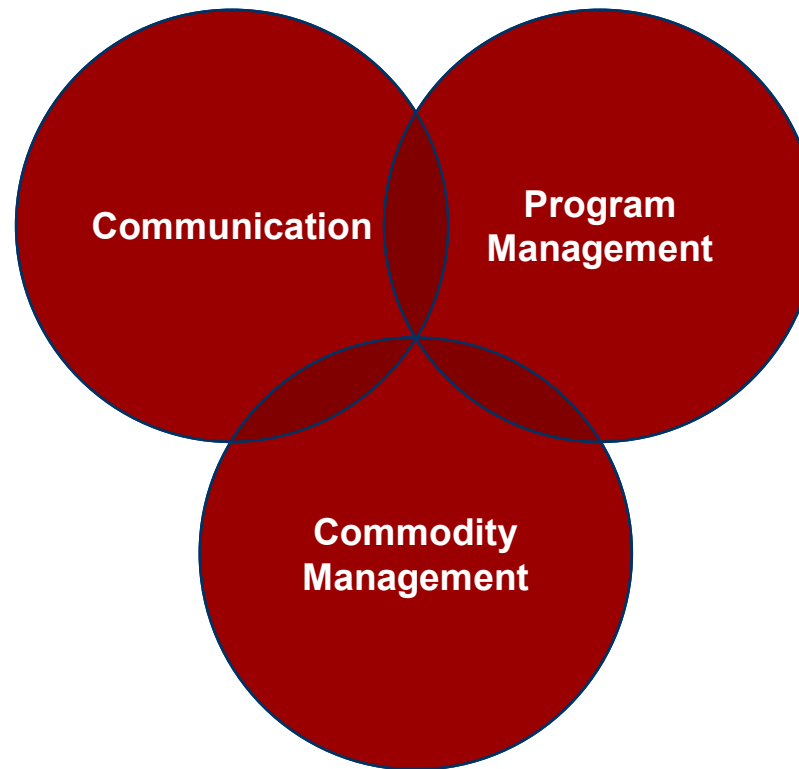- Program Management
- Commodity Management

The goal of this document is to provide a roadmap for managing and executing a successful Wireless TEM Services strategy implementation

IMPLEMENTATION PLAN OBJECTIVES

- **Understand the process for successful implementation and startup of the new Wireless TEM Services contract**

- **Outline the activities and processes required to establish and enable a successful program and contract management team**

- **Outline the activities and processes required to serve and support the federal agencies implementing the sourcing strategy**

- **Outline the activities and processes required to successfully integrate the selected service providers as strategic suppliers**

- **Develop a plan to drive federal agency use of the contract vehicles**

- **Develop a plan to communicate effectively with all stakeholders**

- **Establish metrics for measuring implementation outcomes**

The Implementation Plan addresses the three change management components critical to successful commodity strategy implementation
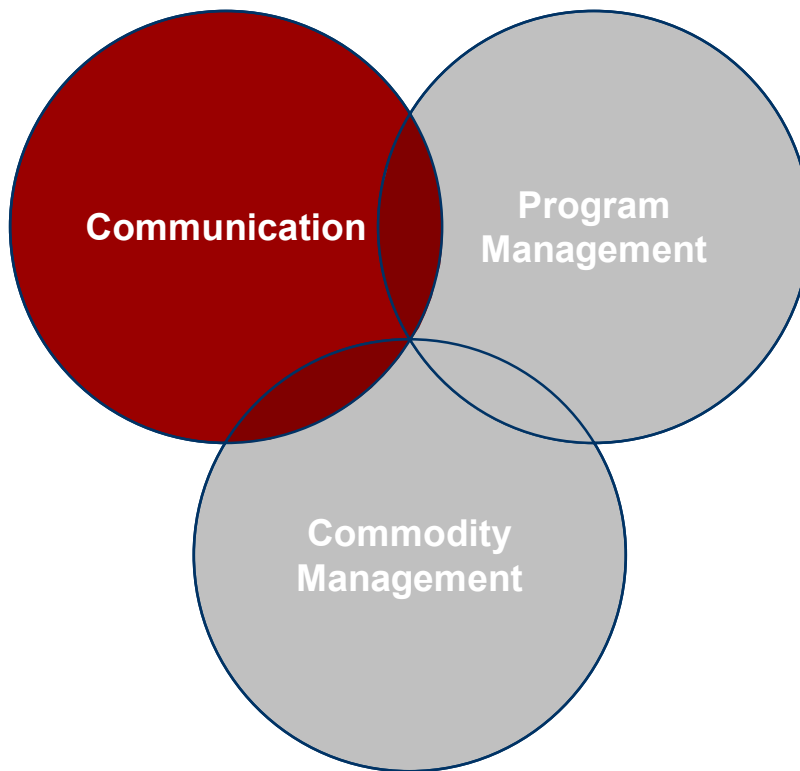

COMMODITY STRATEGY IMPLEMENTATION COMPONENTS

Communication

Program Management

Commodity Management

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The Communication component of the Implementation Plan ensures key stakeholders are educated throughout the effort

# The main identified stakeholder groups are the Vendors, Users, Contracting and Senior Leadership

STAKEHOLDER GROUP	DESCRIPTION
Vendor Community	Providers of Wireless TEM Services and Wireless Telecommunications Services: · **Current TEM Service Suppliers (TEMs)** · **Current Wireless Telecommunications Suppliers (Carriers)** · **Awardees of yet to be awarded GSA ID/IQ Contracts**
User Community	Agency Telecommunications Managers, CIOs, and Personal Communication Systems (PCS) End Users: · **CIOs** · **Agency Telecommunications Managers** · **Agency Financial and Telecommunications Invoice Managers** · **End Users of cellular and wireless handheld data devices**
Contracting Community	Contracting Offices administering Wireless Telecommunications and TEM contracts and agreements: · **Contracting Officers** · **Contracting Office Staff**
Senior Leadership	Procurement, DWSS, and Commodity Team Leadership: · **Senior DoD Leadership (Undersecretary of Defense – AT&L, Undersecretary of Defense, Acquisition** · **Agency Senior Acquisition Executives (CAOC)** · **Agency Senior Functional Community Executives (e.g. CIO, CFO, Administrators)** · **Strategic Sourcing Working Group (SSWG)** · **Wireless Handheld Devices and Services Commodity Team**
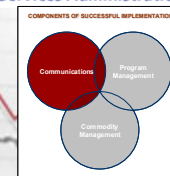
Three types of communications will be used to manage information flow for the Wireless TEM Services sourcing strategy implementation

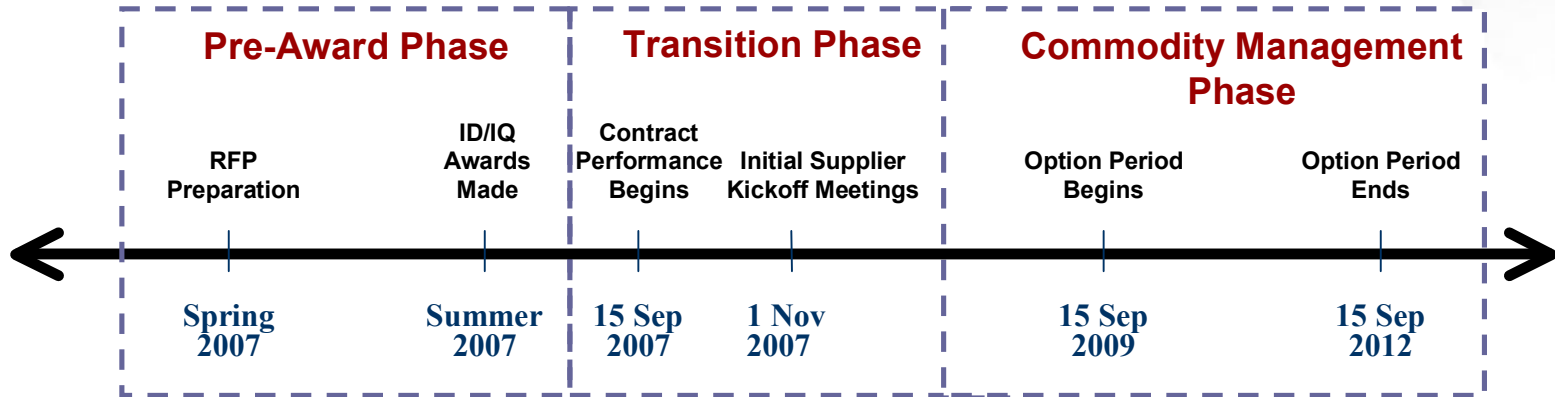| COMMUNICATION TYPE	PRIMARY OBJECTIVE	DESCRIPTION
Awareness Communications	Build general knowledge and recognition of the Wireless TEM Services ID/IQs and benefits	• Generate widespread awareness by communicating contract vehicle benefits, high-level program objectives, and program timeline • Use positive communications from senior leadership to show top-level endorsement • Provide a general understanding of changes associated with implementation
Change Management Communications	Ensure smooth transition from current to new environment	• Detail new business processes and policies, including implications for stakeholders • Develop and communicate "what's in it for me" incentive messages for affected stakeholder groups • Ensure that all involved parties are trained and aware of the ways TEM service providers can be used and how to acquire their services • Communicate nature and impact of change on each stakeholder group • Report on key implementation milestones and resulting stakeholder impact
Program Performance Communications	Communicate status and performance of Wireless TEM Services sourcing strategy and program	• Track and communicate program performance • Keep all interested stakeholders abreast of program status and milestones • Document major program updates and issues • Reinforce accountability of program management and participating stakeholders to manage program issues and deliver positive, tangible results • Involve stakeholders in executing program goals and milestones

Each stakeholder group has distinct communication and information needs related to strategy implementation

STAKEHOLDER GROUP	COMMUNICATION TYPES			KEY INFORMATION NEEDS
	Awareness	Change Management	Program Performance	
Vendor Community	X			• Program Overview & Benefits • New Sourcing Policies & Processes
User Community	X	X	X	• Program Overview & Benefits • Program Milestones & High-Level Results • Key Program Messages • Change Incentives
Contracting Community	X	X	X	• Program Overview & Benefits • Program Milestones & High-Level Results • Key Program Messages • Sourcing Strategies Overview • New Sourcing Policies & Processes • Change Incentives • Implementation Timelines
Senior Leadership	X	X	X	• Program Overview & Benefits • Program Milestones & High-Level Results

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Communications will be strategically timed throughout the implementation phase

COMMUNICATION TIMING WITHIN THE IMPLEMENTATION PHASE

Pre-Award Phase	Transition Phase	Commodity Management Phase

RFP Preparation	ID/IQ Awards Made	Contract Performance Begins	Initial Supplier Kickoff Meetings	Option Period Begins	Option Period Ends
Spring 2007	Summer 2007	15 Sep 2007	1 Nov 2007	15 Sep 2009	15 Sep 2012

Awareness and Change Management Communications are initiated in the Pre-Award phase and continue throughout the program. Program Performance communications are initiated upon contract roll out.

Awareness Communications

Change Management Communications
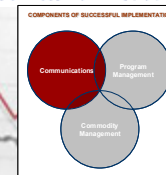
Program Performance Communications
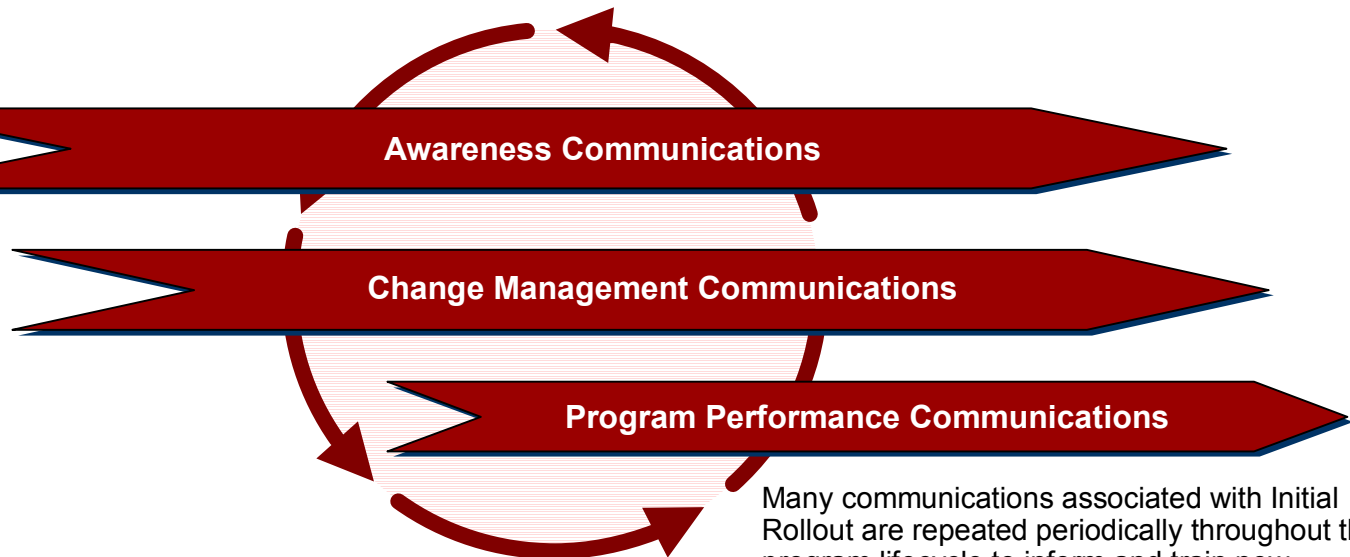
Many communications associated with Initial Rollout are repeated periodically throughout the program lifecycle to inform and train new stakeholders
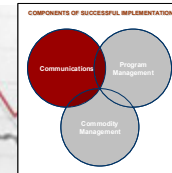
Several different communication tools will be utilized to address stakeholder information needs

COMMUNICATION TOOLS	DESCRIPTION
Briefings	General as well as audience-specific program overview documents for face-to-face presentations and/or distribution. Briefings to be coordinated through GSA FAS's Office of Customer Accounts and Research (CAR)
E-mails	Targeted e-mail messages to various stakeholder groups requesting information or providing updates. Formal e-mail communications to be coordinated through CAR
Status Reports	Bi-weekly reports documenting program activities, results and issues forwarded from GSA Region 7 (R7) to CAR with coordination copies to the FSSI Wireless Team Lead
Website / Portal	Program background, objectives, updates, and information posted to GSA, Agency and/or Vendor websites and ordering portals and viewable by the User and Contracting Communities. Content and website design to be co-developed between CAR and R7 webmasters
Media / Press Releases	Published announcements and releases of information (coordinated with CAR) released to the general media by GSA public affairs officers about the strategy or contracts. May also include scheduled or requested interviews with media reporters about the program or strategy
Training Classes	Educational sessions focused on teaching stakeholder groups about the contract vehicle and the technology used to order from the vehicle. Training courses to be offered at the GSA Expo (May 2008) and at all Networx Services Conferences
Other Collateral	Other collateral such as a monthly e-mail newsletter, brochures, and informational flyers can be developed and distributed based on communication needs

Communication Activity Plan

| #	Communication Activity	Target Group	Area	Phase	Date	Tool	Notes
1	Preview User Community **– inform users of new vehicle**	**User Community**	**Awareness / Change Management**	**Pre-Award**	**At Contract Award**	**E-Mail**	**E-mail drafted for CIO and agency heads that would be sent to each Federal agency. This e-mail would preview the forthcoming acquisition and provide basic details on the TEM Services Strategy, what TEM services are available, the primary GSA POCs, and the primary benefits of using TEM services. Attachments to the e-mail would be the User Guide and contract Fact Sheet.**
2	Regional Briefings – **educate targeted user groups**	**User Community**	**Awareness / Change Management**	**Pre-Award**	**On a Case-by-Case Basis, or Upon Request**	**Briefing**	**Targeted briefing to Senior CIO or telecommunications managers at federal agencies. If not a live briefing should be a teleconference or web conference. Need to communicate incentives for users at this briefing (fast, easy, best value).**

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The Program Management component of the Implementation Plan ensures leadership and resources are in place to manage the commodity

COMPONENTS OF SUCCESSFUL IMPLEMENTATION

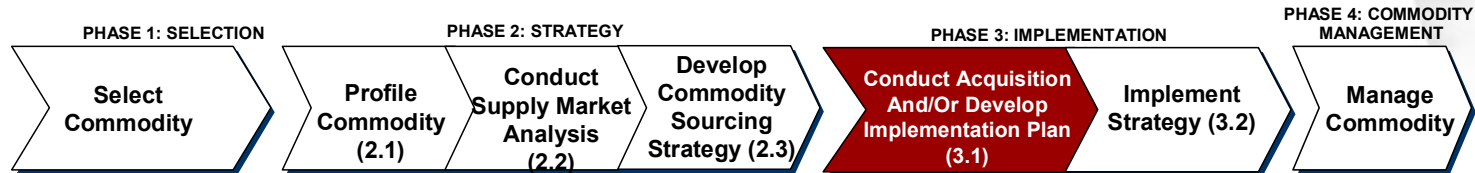- Communication
- Program Management
- Commodity Management
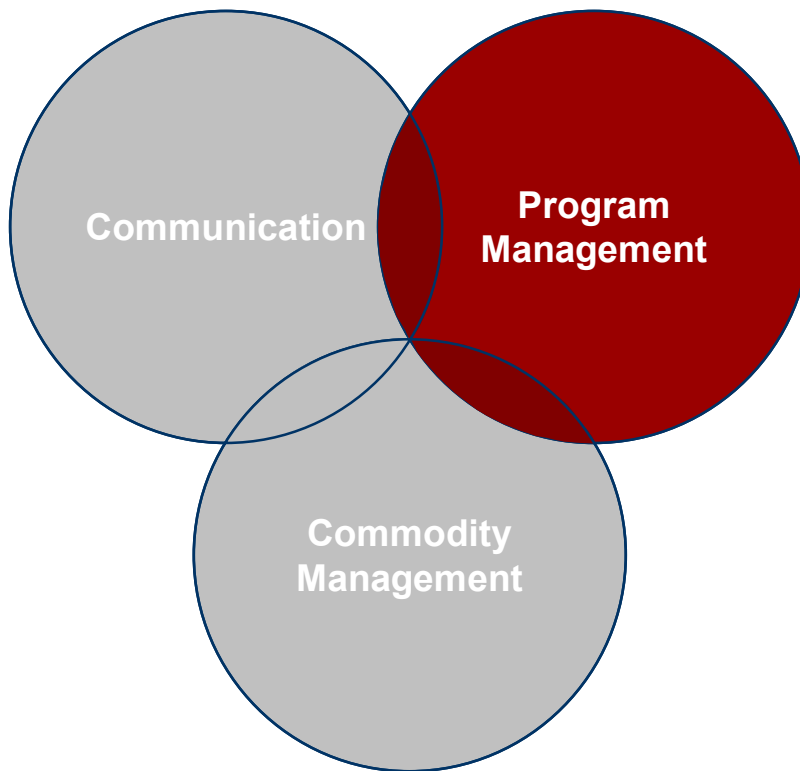
"PROGRAM MANAGEMENT" COMPONENT OF IMPLEMENTATION

- **OBJECTIVE: To transfer execution responsibility to a permanent GSA management team that can oversee and coordinate activity associated with the use of the Wireless TEM Services ID/IQ contracts**

- This section of the Implementation Plan addresses the following:

  – Transition of strategy ownership within GSA

  – Staffing and training of program/ commodity management staff

  – Identification of program office funding levels and sources

  – Initiation of customer/agency support activities

As a strategic sourcing program shifts out of commodity strategy development into strategy execution and management, the primary and secondary activities performed by the commodity team will change

FSSI COMMODITY STRATEGY AND MANAGEMENT PROCESS

PHASE 1: SELECTION | PHASE 2: STRATEGY | PHASE 3: IMPLEMENTATION | PHASE 4: COMMODITY MANAGEMENT

Select Commodity → Profile Commodity (2.1) → Conduct Supply Market Analysis (2.2) → Develop Commodity Sourcing Strategy (2.3) → **Conduct Acquisition And/Or Develop Implementation Plan (3.1)** → Implement Strategy (3.2) → Manage Commodity

Commodity Team Activities	Phases 1-2	Phases 3-4
Opportunity Analysis	●	◔
Requirements Analysis	●	◔
Spending Analysis	●	◔
Market / Commodity Analysis	●	◔
Commodity / Acquisition Strategy Development	●	◔
Supplier Management	◔	●
Contract Administration	◔	●
Customer & Agency Support	◔	●
Internal Performance Management	◔	●
Benefit Tracking & Reporting	◔	●
Communications / Marketing	●	●

● - Primary activity   ◔ - Secondary activity

Organizing and staffing the commodity team to successfully adapt to these changes is a critical part of strategy implementation

A program team of three personnel, plus some part-time support personnel are needed to perform on-going commodity management

ON-GOING COMMODITY MANAGEMENT FUNCTIONS

Contracting / Legal

Customer & Agency Support

Commodity Strategy Development[1]

Program & Performance Management

Supplier Management

Marketing

Benefit Tracking & Reporting

- Function should be performed by internal project personnel

- Function can be provided by personnel matrixed from functional offices
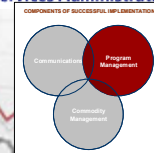
Estimated Manpower Requirements

Function	FTE's (Initial)	FTE's (Steady)
Program & Performance Mgt	.5	.5
Customer & Agency Support		
Supplier Management		
Benefit Tracking & Reporting	1.5	1
Commodity Strategy Development		
Contracting / Legal	.25	..25
Marketing	.25	.25
Total	2.5	2

(1) Includes on-going analysis of the supply market, user requirements, and spend/buying activity to be aware of when updates or modifications to the strategy are needed

Program Management transition within GSA

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Assign Program and Strategy Management Responsibility	Assign organizational responsibility within GSA for performing "Commodity Management" of the Wireless TEM services	Complete	• **Senior GSA Leadership**
2.	Assign Contract Administration Responsibility	Assign organizational responsibility within GSA for administering the Wireless TEM Services ID/IQ contracts	Complete	• **Senior GSA Leadership**
3.	Role & Responsibility Definition	Clarify the roles and responsibilities between: •FSSI Wireless Commodity Team •GSA Wireless TEM Services program office •Contract administrators for the GSA Wireless TEM Services ID/IQ contracts	Contract Award	• **FSSI Wireless Team** • **Wireless TEM Services Program Manager** • **Contracting Officer**
4.	Transition Scheduling	Reach agreement on a schedule and date for formal standup or transition of commodity management responsibility for the Wireless TEM Services	Contract Award	• **FSSI Wireless Team** • **Wireless TEM Services Program Manager**

Program Funding activation activities

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Program Office Operating Budget	Develop and submit an operating budget for the program office that identifies the funding needed to perform all program, commodity, and contract management activities. The operating budget is a critical input to establishing realistic management and assisted-service fees	1QFY08	• **Wireless TEM Services Program Manager**
2.	Contract Revenue Projections	Develop a projection of expected annual contract revenue to use in development of the GSA management fee and assisted-services fee structures.	Start of 2QFY08	• **Wireless TEM Services Program Manager**
3.	GSA-provided Assisted Service Fees	Determine the fees that GSA will charge federal agencies for assisted services if GSA is used to place orders on the Wireless TEM Services ID/IQ contracts	Complete	• **GSA Region 7 – Assistant Regional Administrator**
4.	Wireless TEM Services Contract Management Fees	Modify the basic Wireless TEM ID/IQ contracts to include any clauses and provisions that are necessary to ensure collection, reporting, and payment of GSA management fees collected from the federal agencies by the TEM suppliers	NLT Contract Award	• **GSA Region 7 – Assistant Regional Administrator** • **Contracting Officer**
5.	Contract Management Fee Collection & Reporting Processes	Reach agreement with each supplier on the processes they will use to collect, report, and pay all management fees to GSA. Perform any necessary validation or testing of reporting or payment functions.	NLT Contract Award	• **Wireless TEM Services Program Manager** • **Contracting Officer**
6.	Interim Program Operating Funds	Identify and secure a funding source to pay for any marketing, transition, customer support, or commodity management activities until contract revenue & management fees can sustain program operations	Complete	• **FSSI Program Office** • **GSA Region 7 – Director, Network Services Division**

Program Office staffing & skills training

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Assign Wireless TEM Program Manager	Identify a specific individual to be the commodity team lead and to provide overall leadership and management for the commodity strategy	Complete	• **GSA Region 7 - Assistant Regional Administrator**
2.	Identify Wireless TEM Services Program Manager Roles and Responsibilities	Clearly identify the responsibilities and functions that the program manager is to perform and be held accountable for as it relates to the execution of the Wireless TEM Services commodity strategy	Complete	• **FSSI Wireless TEM Services Team** • **GSA Region 7 – Director, Network Services Division**
3.	Assign Wireless TEM Services Contracting Officer	Identify a specific individual responsible for overall administration of the strategic sourcing agreements necessary to execute the commodity strategy	Complete	• **GSA Region 7 – Director, Network Services Division**
4.	Develop Program Office Staffing Requirements	Identify the skill and experience requirements as well as the number of individuals needed to staff the GSA Wireless TEM Services commodity team at GSA. Source manpower positions to staff the commodity team	30 Sep 07	• **FSSI Wireless Services Team (initial)** • **Wireless TEM Services Program Manager (final)**
5.	Fill Program Office Staff Positions	Conduct recruiting and/or implement fill actions to assign individuals to the commodity team positions	1QFY08	• **GSA Region 7 – Assistant Regional Administrator**
6.	Conduct Initial Program Office Commodity Management Training	Provide general and specific strategic sourcing and commodity management training for the members of the commodity team	1QFY08	• **FSSI Program Office (Strategic Sourcing related training)** • **Wireless TEM Services Program Manager (Commodity specific training)**

Standup of Customer Support & Services

| #	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Buyers Guide	Develop and publish a Wireless TEM Services ID/IQ Contract Buyers Guide. The Buyers Guide should provide an overview of the services and suppliers available through the GSA contracts and provide instructions for users and other contracting officers that want to place service orders against the contracts	Contract Award	• **Wireless TEM Services Program Manager** • **Contracting Officer**
2.	User Satisfaction Survey or Measurement Methodology	Develop and implement the use of a user satisfaction survey or other measurement tool to track agency satisfaction with the wireless TEM services ID/IQ contracts and suppliers	1QFY08	• **Wireless TEM Services Program Manager**
3.	Customer Service Support Capability	Create or establish a customer service help line or capability to assist agencies with support problems or questions	30 Sep 07	• **Wireless TEM Services Program Manager**

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The Commodity Management component of the Implementation Plan ensures the on-going processes needed to manage the commodity strategy are initiated
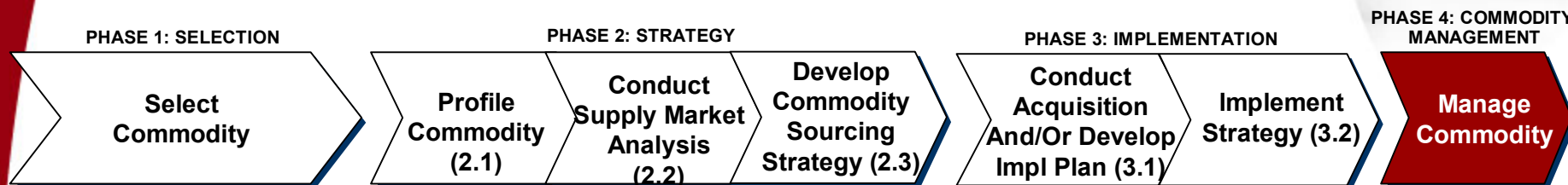
COMPONENTS OF SUCCESSFUL IMPLEMENTATION
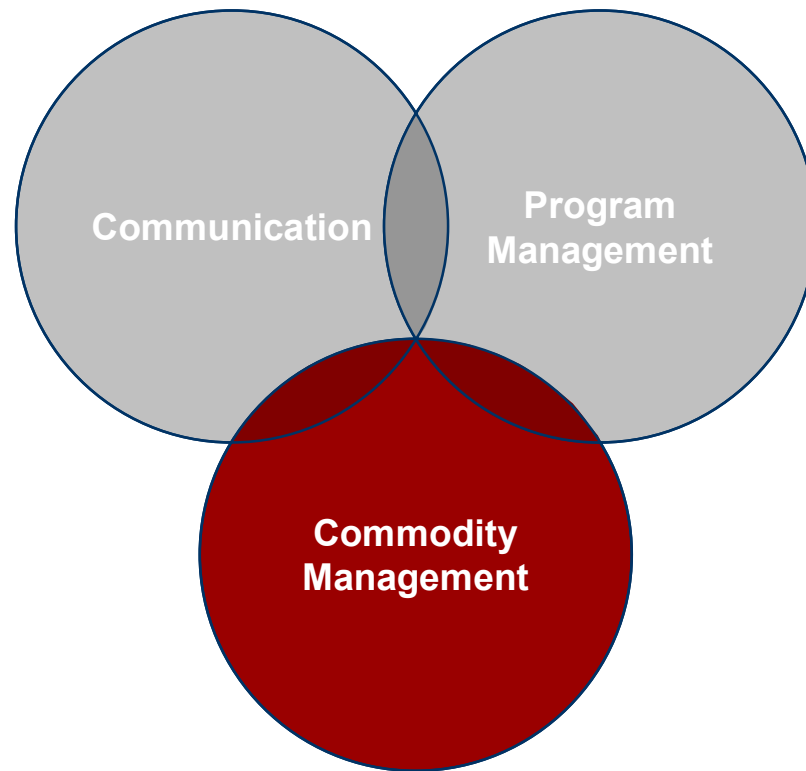
"COMMODITY MANAGEMENT" COMPONENT OF IMPLEMENTATION

- **OBJECTIVE: To establish adequate management processes needed to manage the commodity and strategy over an extended period of time**

- This section of the Implementation Plan addresses the following:

  – Strategy governance

  – Supplier management

  – Internal performance management

  – Benefits tracking and reporting

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The Commodity Management Plan defines the on-going processes needed to support the strategy

STRATEGIC SOURCING & COMMODITY MANAGEMENT PROCESS

PHASE 1: SELECTION

PHASE 2: STRATEGY

PHASE 3: IMPLEMENTATION

PHASE 4: COMMODITY MANAGEMENT

| Select Commodity | Profile Commodity (2.1) | Conduct Supply Market Analysis (2.2) | Develop Commodity Sourcing Strategy (2.3) | Conduct Acquisition And/Or Develop Impl Plan (3.1) | Implement Strategy (3.2) | Manage Commodity |

ONGOING COMMODITY MANAGEMENT PROCESS

1 Develop Commodity Management Objectives

- Define program goals and objectives
- Establish buy-in and support

2 Establish Performance Metrics

- Identify key performance metrics
- Asses data availability and reliability
- Baseline current performance (if available)
- Establish target performance levels

3 Track Performance

- Develop measurement and reporting process
- Develop report cards
- Collect and analyze data
- Track and report performance results

4 Take Corrective Action (If required)

- Identify performance shortfalls
- Develop and implement corrective action plan
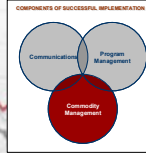- Review commodity management objectives and update if required

Many activities in Step 1 and Step 2 of the "Ongoing Commodity Mgmt Process" are initiated and/or executed prior to commencement of Commodity Management (phase 4)

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Commodity Mgmt Plan overall objectives determine the appropriate performance metrics used to gauge sourcing and commodity mgmt effectiveness

WIRELESS TEM SERVICES COMMODITY MANAGEMENT PLAN OBJECTIVES & PERFORMANCE METRICS

| Plan Component	Overall Objectives	Performance Metrics
Governance	▪ Ensure the appropriate level of oversight and active participation to drive commodity mgmt plan components in support of sourcing objectives & benefits realization	▪ N/A at the commodity level ▪ Progress tracked via program metrics
Supplier Performance Management	▪ Monitor supplier performance against agreed to contractual terms and provide timely feedback to drive performance improvements	▪ Monthly performance metrics reporting (as per RFQ) ▪ Monthly usage & inventory reporting (as per RFQ)
Internal Performance Management	▪ Take proactive actions to meet the needs of the user community and drive usage of new supply arrangements	▪ Total year-to-date wireless and TEM services spend through new supply arrangement(s) ▪ # of agencies using new supply arrangements ▪ % agency spend and # of service lines being managed thru new supply arrangements ▪ User satisfaction with new supply arrangements
Benefits Tracking & Reporting	▪ Track estimated savings from use of new supply arrangements	▪ Estimated cumulative net savings (based on spend with new supply arrangement(s)

Refer to the Wireless TEM Services Commodity Management Plan for additional details on each of the plan components and performance metrics

Initial Supplier Performance Management activities

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Conduct Supplier Management Kickoff Meeting	Conduct a Kickoff meeting with each strategic supplier to review the contract, set reporting and performance expectations, and communicate mutual goals and objectives	15-30 Days after Contract Award	• **Wireless TEM Services Program Manager** • **Contracting Officer**
2.	Review Initial Supplier Performance Reports	Review the initial performance reports submitted by the contractors per the contract. Identify and clarify any deficiencies, problems or omissions in report or information content.	30 Days after Receipt	• **Wireless TEM Services Program Manager**
3.	Provide Initial Supplier Performance Feedback	Hold an initial feedback session with each supplier Clarify reporting problems and reach agreement on any needed changes to the reporting/feedback processes	120 Days after Contract Award	• **Wireless TEM Services Program Manager** • **Contracting Officer**

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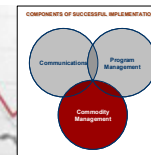
Initial Internal Performance Management activities

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Finalize Performance Management Report content & format	Work with Performance Management Group to reach agreement on report formats, content and submission method(s).	120 Days after Contract Award	• **Wireless TEM Services Program Manager** • **CAR (FSSI Program Office)**
2.	Gather Performance Report data	Gather performance data from customer surveys, supplier performance reports, and internal data gathering processes. (See commodity management plan for discussion of specific performance measures and metrics)	Every Quarter	• **Wireless TEM Services Program Manager**
3.	Develop & Submit Initial Performance Report	Compile all performance report data into a summary report and submit results to the PMG	Every Quarter	• **Wireless TEM Services Program Manager** • **CAR (FSSI Program Office)**
4.	Develop corrective actions	Develop corrective actions for performance areas needing improvement	Every Quarter	• **Wireless TEM Services Program Manager** • **CAR (FSSI Program Office)**

Initial Benefits Tracking & Reporting activities

#	ACTIVITY	DESCRIPTION	TIMING	RESPONSIBLE
1.	Standardize savings calculation methodologies and benefit definitions	Work with the FSSI Wireless Commodity team and participating agencies to develop standard definitions, a framework, and methodology for calculating savings attributable to TEM. Also decide which non-cost savings benefits will be tracked or credited for FSSI reporting purposes	**By End of 1QFY08**	• **Wireless TEM Services Program Manager** • **FSSI Wireless Commodity Team**
1.	Finalize Benefit Tracking Report content & format	Work with Performance Management Group to reach agreement on report formats, content and submission method(s).	**By End of 1QFY08**	• **Wireless TEM Services Program Manager** • **FSSI Wireless Commodity Team** • **CAR (FSSI Program Office)**
2.	Gather Savings & Benefits data	Collect savings estimates and other non-quantifiable benefits from customer and supplier performance reports	**Quarterly**	• **Wireless TEM Services Program Manager** • **Agency representatives to commodity team**
3.	Compile & analyze savings and benefits data	Evaluate savings and benefits data for consistency, validity, and accuracy. Extract useful information and summarize results for reporting to the SSWG and PMG	**Quarterly**	• **Wireless TEM Services Program Manager**
4.	Finalize and submit the initial Benefits and Cost Savings Report	Submit the Quarterly Benefits and Cost Savings report to CAR and the FSSI Wireless Commodity Team to be used for FSSI reporting to OMB and on-going commodity management by the FSSI Wireless Commodity Team	**Quarterly**	• **Wireless TEM Services Program Manager** • **CAR (FSSI Program Office)**

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